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Influence of job satisfaction and codes of ethics on integrity among police officers

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Abstract

This study aims to investigate the impact of job satisfaction and code of ethics on the level of integrity among police officers at two district police departments in Shah Alam and Johor Bahru, using Theory of Planned Behavior and Theory of Organizational Citizenship Behavior. Data for the study is gathered using well-structured questionnaires distributed randomly to the police officers in the districts. Results from the study showed job satisfaction and codes of ethics have significant influence towards the level of integrity among police officers. The outcomes from this study will serve to complement the police officer's roles and responsibilities in achieving high levels of integrity.

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Keywords: Job Satisfaction; Codes of Ethics; Police Officers;

1. Introduction

Improving integrity has become a major concern in the public sector. The KPMG Integrity Survey 2013 reveals nearly three out of four employees reported having observed misconduct within organizations. Transparency International (2010) reported that nearly three quarters of the world's 178 countries indicated serious integrity problems in their public sectors. The increase in public sector unethical conduct has led to the intensification of

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efforts to boost integrity with codes of ethics, norms and policies meant to create an effective civil service delivery system. Morler (2004) stressed that integrity is expected to provide a sense of dignity and the core of personal power, growth and happiness. In addition, Miller (2010) stated that integrity would reduce the problem of misconduct.

In Malaysia, promoting and enhancing integrity too is a major component of governmental reforms. The government established the Malaysian Institute of Integrity in 2003 as a coordinating agency to develop a nation with high integrity that is resilient and embraces universal good values. However, the Global Integrity Report for Malaysia in 2010 showed a very weak result in terms of integrity levels in public administration and the Transparency Perception Survey for Malaysia reported the transparency and integrity level performance in the public sector still remained at the same relatively level. These results signal greater efforts to be put into strengthening the public sectors' integrity level in this country.

Miller (2010) stated two factors influence the behavior and moral character among police profession; deficiency in external factor that would work against the desire of police officers and, deficiency in some character traits needed in a person. It shows how these factors would influence the level of integrity among police officers. This study focuses on job satisfaction which acts as an internal factor influencing the level of integrity among police officers and codes of ethics which are the most desirable elements needed in a profession such as police officers.

2. Literature Review

2.1 Integrity

Integrity concerns the quality level of being honest and having strong moral principles. Various definitions of integrity were found in the literature including Carter (1998) who exhorted that a person with integrity is usually honest, but an honest person may have little integrity due to the demands of integrity being more than honesty. Carter (1998) also mentioned that integrity requires three steps; "discerning what is right and what is wrong, acting on what you have discerned, even at personal cost; and saying openly that you are acting on your understanding of right and wrong". Integrity can also be defined as "a moral judgment upon an act and is also a judgment upon the character or selfhood of the one doing the act" (Dewey and Tuffs, 1932).

The Malaysian National Integrity Plan (NIP Handbook 2014) defined integrity as a quality of excellence manifested in a holistic and integral manner in individuals and organizations. Abdullah, Salleh, Ismail and Ngah (2010) defined integrity among civil servants as "observant of competency values; committed to address and eliminate corruption; increase the efficiency and effectiveness of organizations either public or private as well as family units and lastly, enhance the social welfare and the quality of life".

Thus, integrity is a quality of being honest and having good moral judgment either as an individual or as a public servant to eliminate unethical behaviors such as being corrupt or committing fraud and others illegal activities.

In assessing integrity among police officers, a study conducted by Klockars, Ivkovich, Harver, Haberfeld (2000) found the corruption of individual police officers reflects their moral defect. They further stressed that integrity and corruption in the police agencies in the United States involves attitudes of serious misconduct and the abuse of police authority for personal gain. Their study also showed that the characteristics of a police agency's culture encourage its employees to tolerate certain types of misconduct such as discouraging a colleague to report on the engagement of unethical behaviour.

2.2 Job satisfaction

Locke (1969, p. 316) described job satisfaction as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values". According to Mumford (1991, p.19), "individual needs are a product of the employee's personal environment and his work expectations and aspiration. If job experience does not meet job needs and expectations then there will be an absence of job satisfaction."

Meanwhile, Knoop (1994) identified five factors to investigate the relationship between work values and job satisfaction associated with two intrinsic motivations and three extrinsic motivations. These are:

1. Intrinsic Work-Related Values (e.g.: responsibility, achievement, influence over work, doing meaningful work, independence, and satisfaction with work.)
2. Intrinsic Work-Outcome Values (e.g.: self-esteem, job status, recognition, and influence in the organization and pride in working for an organization.)
3. Extrinsic Job-Outcome Values (e.g.: benefits, job security, and satisfaction with pay.)
4. Extrinsic Job-Related Values (e.g.: convenient hours and working conditions.)
5. Extrinsic People-Related Values (e.g.: with supervisors, with co-workers, and with working conditions.)

Knoop (1994) also found that the extrinsic people-related values contributed to job satisfaction and not the absence of job dissatisfaction. A satisfied employee tends to be more creative and productive. They will display more organizational citizenship behavior. Viswesvaran, Deshpande, and Joseph (1998), reported in an Ethics Resource Center (2000) survey that showed contemporary Americans focused on ethical standards more than in previous years. The surveys also stated that two in five employees who are observed to display unethical behavior are dissatisfied with their work environment.

Gott (2002) found that job satisfaction was related to subordinates' perception of their supervisors' integrity. Craig and Gustafson (1998) had similar findings when they measured the ethical integrity of supervisors using the Perceived Leader Integrity Scale. Vitell and Davis (1990) found a direct relationship between ethics and job satisfaction when their research suggested that when supervisors engage in unethical behavior, subordinates are more likely to become dissatisfied with their jobs. Palanski and Yammarino (2011) found that employee behavioral integrity had a significant impact on job performance, both directly and indirectly via leader trust in the follower and satisfaction with the follower.

According to Kim and Brymer (2011), executives' ethical behavior is positively related to managers' job satisfaction, and it will lead to organizational commitment. Brown, Trevino and Harrison (2005) found that ethical leadership is strongly correlated to the staffs' job satisfaction with their superior. They stated that the subordinates tend to show higher job satisfaction toward an ethical leader who "disciplines wrongdoers, treats their followers fairly and considerately, and exhibits transformational leadership style" (Brown et al, 2005).

2.3 Codes of ethics

It is vital that all employees are aware about the code of ethics in their organization so as to understand what are the values expected from them in terms of integrity and ethics. Codes of ethics have been suggested by many authors as a mean of enhancing the ethical environment of an organization (Wood, 2002). Donaldson (1992) stated that codes provide a potentially helpful way forward in the matter of the systematic handling of values. According to Hatcher and Aragon (2000), the rationale for code of ethics in the development of human resource will help to educate the individual employee and provide them with a renewed sense of moral obligation and integrity.

In the public sector, Fijnaut and Huberts (2002) defined codes of ethics as the collection of values and norms in the public service, functioning as yardsticks or standards for assessing the integrity of one's conduct. However, Wood (2002) stated that it is not enough to have the artifacts of an ethical culture, such as codes, without ensuring that all employees are assisted to understand what is required of them. In Sweden, codes of ethics are perceived by public servants as not to have assisted them in their dealings with citizens. Instead, they used their own interpretation of ethical values to support their strategic planning process (Wood, 2002).

A study conducted by Stephen (1997) stressed that the police department in a democratic country requires high levels of integrity if it is to be acceptable to the society. Historically, in the United States, events in the 1990s eroded public trust in the integrity of the police and have resulted in a closer scrutiny of the profession. It motivated the Office of Community Oriented Policing Services (COPS) and the National Institute of Justice (NIJ) to assemble a group of law enforcement personnel and other professionals in a national symposium to examine the issue of integrity and the implementation of codes of ethics.

Moilanen and Salminen (2006) in their study evaluated several variables that may influence the core value of codes of ethics in the public sector that influenced integrity. Among the variables are the core values that reflected in the official documents for the respective countries, such as in legislation and code of ethics, the core values reflected

in the administrative practices, the significance the core values will grow in the near future, and the convenience level to find out the core values of countries. The findings from this study indicate that when the government had announced a general code of ethics, the public servants were easier to find the ethical values and standards that will influence their integrity behavior. Meanwhile, in those cases in which the codes of ethics were not used, the accessibility to integrity by public servants was found to be difficult.

3. Hypotheses Development

Job satisfaction is a variable that has been used in many researches on ethical behavior among employees or employers. Knoop (1994) found that supervisors, co-workers and working conditions (extrinsic people-related values) are factors that have influence on job satisfaction. Based on research by Craig and Gustafson (1998) on supervisors using the Perceived Leader Integrity Scale, supervisors' integrity can influence subordinates' job satisfaction. This is supported by Gott (2002) who found similar results with Craig and Gustafson (1998).

Vitell and Davis (1990) also stated that when unethical behavior of the supervisors is known by their subordinates, the subordinates tend to be dissatisfied with their jobs. Besides, executive's ethical behavior is positively related with manager's job satisfaction (Kim and Brymer, 2011). Brown et al. (2005) suggested that ethical leadership is strongly correlated with job satisfaction of the employee. However, Palanski and Yammarino (2011) found that behavioral integrity of the leader is not related directly with job performance. It is related indirectly through job satisfaction and trust in a leader. Based on the above arguments, job satisfaction is affected by integrity and ethical behavior of the colleague. It is followed by the hypothesis for job satisfaction as follows:

H1: There is a significant relationship between job satisfaction and integrity amongst police officers.

Integrity is acknowledged as a fundamental element to the development of a code of ethics. A written code of ethics provides an individual with an understanding and knowledge of what the organizations' expectations are in terms of responsibilities and integrity behaviour. Solomon and Hanson (1985) posited a code of ethics is important because it provides visible guidelines, stability to an organization, and a point of focus for everyone in the organization. Woods (2002) asserted codes of ethics play a vital role in ensuring the manner of public servants is based on integrity, trust, respect and fair dealing.

When codes of ethics do not address the range of an organization's activities and fail to reflect the organization's primary objective, employees cannot be expected to readily understand how their actions will have an impact on their integrity values and the organization's reputation. Instead, codes of ethics are meant to highlight the organization's commitment to promote ethical behavior thereby acting as a part of a socialization process designed to ensure the highest standards of behavior to influence the public servants' integrity (Somers, 2001). By adhering to the expected behaviors and values, public servants will strengthen their ethical culture and contribute to an increase of confidence in the integrity of the public sector (Wood, 2004).

Murphy, Smith and Daley (1992), supported the proposition that there is a relationship between codes of ethics and employees' integrity behavior. The findings of this research indicated employees who responded to organizations with formal codes of ethics were more aware of wrongdoings than those who responded to organizations without formal codes of ethics. Researchers have also suggested that organizations that have adopted codes of ethics have helped to facilitate ethical decision-making for their workers thereby leading to positive work attitudes and possibly to higher levels of integrity commitment (Somers, 2001).

The most essential element of a successful democratic government is freedom for all citizens to exercise their constitutional rights without fear or threat of endangerment (Stephen, 1997). The police department as one of the foundations of the criminal justice system must strive to gain public trust in order to perform its mission to the fullest. Public trust can exist only when the police execute their duties with fairness, equity, professionalism and rigor.

The following hypothesis is subsequently developed to test if there is a significant relationship between codes of ethics and integrity level amongst police officer as part of the public sector.

H2: There is a significant relationship between codes of ethics and integrity amongst police officers.

4. Research Methodology

The sample for this study comprises police officers in the district police departments of Shah Alam and Johor Bahru. These cities were chosen since they are situated in a relatively large metropolitan area and easily accessible. A total of 70 questionnaires were distributed in Shah Alam (45) and in Johor Bahru (25). However, only 62 responses were used in analyzing the data. The questionnaire is divided into four sections, demographic information; the level of integrity adopted from research conducted by Malaysian Institute of Integrity (2010); job satisfaction that are adopted from research conducted by Gott (2002) and; codes of ethics which are adopted from research conducted by Moilanen and Salminen (2006). The Four-point Likert Scale is used for respondents to select their responses ranging from one for strongly disagree and four for strongly agree.

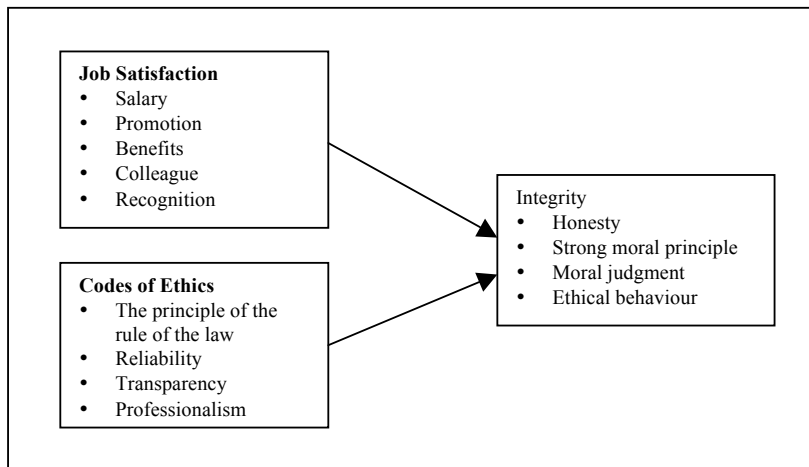


Fig. 1. Schematic diagram

This study investigated the effect of job satisfaction and codes of ethics towards integrity among police officers. The dependent variable for this study is integrity. Meanwhile, the independent variables are job satisfaction and codes of ethics. Job satisfaction consists of salary, promotion, benefits, colleague and recognition while the principle of the rule of law, reliability, transparency and professionalism represent the codes of ethics.

- Theory of Planned Behavior (TPB)

One of the theories used by researchers to predict and understand unethical behaviors among police officers is the Theory of Planned Behavior (TPB). This theory provides a useful guide to explain complexities of human behavior. The Theory of Planned Behavior has been used for decades to link cognition with behavior in order to explain behaviors such as lying, cheating, shoplifting and faking in an overt integrity test (Kuhlman, 2012).

- Organizational Citizenship Behavior (OCB)

According to Organ (1988), Organizational Citizenship Behavior (OCB) refers to anything that employees choose to do spontaneously and of their own willingness, and is typical of discretionary characteristic. OCB may not always be directly and formally recognized or rewarded by the management, for example, through salary increments or promotions. However, OCB may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals. In this way, it can implicitly motivate future reward gains indirectly. OCB also provides that the employees are able to promote the effective functioning of the organization.

There are significant relationships between OCB with job satisfaction (Organ, 1988). There is empirical evidence for the widely held belief that satisfied workers perform better. For example, the employees who are cooperative with their superiors and colleagues, are willing to make compromises and sacrifices and are ‘easier to work with’, and workers who ‘help out with the extra little things’ without complaining or even offering to do so without being asked, are some of the behaviors that are influenced by job satisfaction within OCB.

5. Findings

5.1 Descriptive Analysis

Table 1 describes the demographic information that was collected from the respondents.

Table 1. Statistic of demographic factors

Demographic Factors		Frequency	Percent
Gender	Male	35	56.5
	Female	27	43.5
Age (years)	18-25	10	16.1
	26-30	25	40.3
	31-35	15	24.2
	36 and above	12	19.4
Year in Service	Less than 5 years	27	43.5
	6 until 10 years	14	22.6
	11 until 15 years	9	14.5
	16 until 20 years	2	3.2
	More than 21 years	10	16.1
Job Position	Constable	20	33.3
	Lans Corporal	11	18.3
	Corporal	16	26.7
	Sargeant	3	5
	Sub Inspector	2	3.3
	Inspector	7	11.7
	Assistant Superintendent (ASP)	1	1.7

Table 1 showed that most respondents (56.5%) were male police officers. The majority of police personnel in Malaysia are male. Female police officers make up only 10.4% from 112,583 police personnel (as at July 2013) (Utusan Malaysia and MStar, 2013). In terms of respondents’ age, majority of the respondents (40.3%) were between 26 to 30 years old.

Most of the respondents (43.5%) have less than five years working experience, followed by six to ten years (22.6%) and 11 to 15 years (14.5%). Only 12 respondents have more than 16 years’ experience. Most of the respondents were constables (33.3%), followed by Corporal (26.7%), Lans Corporal (18.3%) and others.

5.2 Normality test

The test for normality was performed to determine the normality of the data. According to Sekaran and Bougie (2010), the Shapiro-Wilk test is used if the data distributed is less than 100.

Table 2: Tests of normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk			Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
	Statistic	df	Sig.	Statistic	df	Sig.				
Integrity	.269	62	.000	.898	62	.000	-.525	.304	-.813	.599
Job Satisfaction	.162	62	.000	.953	62	.019	-.076	.304	-.789	.599
Codes of Ethics	.137	62	.005	.926	62	.001	-.253	.304	-1.167	.599

a. Lilliefors Significance Correction

Based on the test of normality in Table 2, it is proven that all the independent variables and dependent variables are not normal because the significant value is less than 0.05. Since the data is not normally distributed, the non-parametric tests are performed.

5.3 Factor Loading

Factor analysis was carried out to ensure that the items asked are able to tap the dimensions of a variable (Sekaran, 2003). The outcomes of the analysis of the responses from the survey are described in the Table 3. Factor 1: Integrity; Factor 2: Job Satisfaction; Factor 3: Codes of Ethics.

Table 3. Factor analysis

Dimension	Factor 1	Factor 2	Factor 3
Our organization's ethics goals are reasonable, clear, measurable and achievable.	.739		
Our organization has systems or practices to gather information about employee or stakeholder perceptions of the organization's reputation.	.851		
Our organization is regarded as being fair in the internal administration of justice.	.886		
Ethics and integrity are regularly incorporated into our organizational culture surveys and assessments.	.805		
Our organization promises some measure of confidentiality in resolving workplace concerns about ethics and integrity.	.832		
Our organization has in place formal investigative procedures that result in prompt, thorough, fair, and effective fact-finding.	.665		
Our organization recognizes and rewards ethical behavior and supports appropriate discipline when necessary.	.833		
Our organization does not shy away from taking disciplinary action against high-performing, senior leaders who have acted unethically.	.867		
Ethical conduct in our organization is seen as of the critical elements for promotion and advancement.	.905		
Our organization offers a channel where employees can bring up concerns or complaints about unethical behavior or misconduct.	.883		
I feel I am being paid a fair amount for the work I do.		.832	
I feel satisfied with my annual salary increment.		.812	
There is really high chance for promotion on my job.		.910	
I am satisfied with my chances for promotion.		.905	
I am satisfied with the benefits I receive.		.869	
The benefit package we have is equitable.		.919	
I enjoy my coworkers.		.766	
Only a little bickering and fighting in the workplace.		.771	
I feel that the work I do is appreciated.		.869	
I often feel that I do know what is going on with the organization.		.808	
How are the core values reflected in the official documents of your department?			.745
....1. Principle of the rule of law			.707
....2. Reliability ("confidence, trust")			.733
....3. Transparency ("openness")			.692
....4. Professionalism ("expertise")			.633
How is the core values reflected in the administrative practices in your department?			.709
....1. Principle of the rule of law			.684
....2. Reliability ("confidence, trust")			.653
....3. Transparency ("openness")			.810
....4. Professionalism ("expertise")			
How significant in your view will these values grow in the near future in your			

department?

....1. Principle of the rule of law			
....2. Reliability (“confidence, trust”)			.789
....3. Transparency (“openness”)			.809
....4. Professionalism (“expertise”)			.808
KMO	.851	.879	-
Cronbach's Alpha	0.948	0.957	0.904

Table 3 presents the findings of the factor analysis on 32 items of integrity, job satisfaction and codes of ethics. The respondents were asked to indicate how strongly they agree on the integrity and job satisfaction. They also indicated the recognition of the four items of the codes of ethics in their official documents, administrative and how it will grow in the future. The Cronbach's Alpha test showed that the reliability is closer to the value 1 which indicates that the jobs satisfaction items, codes of ethics items and integrity items are in the acceptable range.

5.4 Correlation Coefficient

To analyze the relationship between job satisfaction and code of ethics towards integrity, Spearman's Rho correlation test is used.

Table 4. Results of spearman's rho correlation

		Integrity	Job satisfaction	Codes of Ethics
Integrity	Correlation Coefficient	1.000		
	Sig. (2-tailed)	.		
Job satisfaction	Correlation Coefficient	.851**	1.000	
	Sig. (2-tailed)	.000	.	
Codes of Ethics	Correlation Coefficient	.503**	.454**	1.000
	Sig. (2-tailed)	.000	.000	.

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4 showed the results of the Spearman's Rho correlations tests on the relationship between job satisfaction and integrity. As the p-value for job satisfaction is less than 0.01 and the coefficient correlation are positive, this indicates that there is a significant positive relationship between job satisfaction and integrity among police officer.

In addition, this study also tests the relationship between codes of ethics with integrity. The p-value for job satisfaction being less than 0.01 and the coefficient correlation being positive indicate there is a significant positive relationship between codes of ethics and integrity among police officer.

5.5 Multiple Regressions

Multiple regression will give the appropriate model in order to determine factors that may influence the integrity of the police officers.

Table 5. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 ^a	.712	.702	3.285

a. Predictors: (Constant), Codes of Ethics, Job Satisfaction

b. Dependent Variable: Integrity

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.005	3.917		-.001	.999
Job satisfaction	.606	.072	.672	8.455	.000
Codes of Ethics	.376	.103	.291	3.663	.001

a. Dependent Variable: Integrity

ANOVA^b

		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1522.750	2	761.375	70.545	.000 ^a
	Residual	615.183	57	10.793		
	Total	2137.933	59			

a. Predictors: (Constant), Codes of Ethics, Job satisfaction

b. Dependent Variable: Integrity

Table 5 showed the model summary of the overall multiple regression. The coefficient of determination, R is .712. This indicates that the independent variables in this study predicted 71.2% of the dependent variables. The remaining 28.8% of the dependent variable (integrity) is explained by other variables and is not considered in this study. The p-value for the F-test is also significant at .000. Overall, the regression result and correlations result supported the hypotheses as the aforementioned.

The multiple regression model is as follows:

$$\text{Integrity} = \beta_0 + \beta_1 \text{Job Satisfaction} + \beta_2 \text{CoEthics} + \varepsilon \quad (1)$$

6. Discussions

This study examined the influence of job satisfaction and codes of ethics towards integrity among police officers. Multiple regressions are used to test the relationship between these two independent variables. Based on results in Table 5, the t test showed that significance level for job satisfaction at 0.00 which indicates that there is a significant positive relationship between job satisfaction and integrity among police officer. Thus, the hypothesis H1 is accepted. This shows police officers with high job satisfaction will have higher integrity. The result is consistent with studies conducted by Vitell and Davis (1990) and Craig and Gustafson (1998) which concluded that integrity is related to the employee job satisfaction. This is also consistent with Kim and Brymer (2011) who stated that executives' ethical behavior is positively related to manager's job satisfaction. Further, study by Brown, Trevino and Harisson's (2005) found that leadership is strongly correlated to the staffs' job satisfaction with their superiors. However, the results of this study is not consistent with the results of a study by Palanski and Yammarino (2011) who stated that leader integrity did not directly relate to employee satisfaction.

This study also tested the relationship between codes of ethics with integrity. Codes of ethics have a significance level at 0.01 and this indicates that there is a significant positive relationship between codes of ethics and integrity among police officer. Therefore, hypothesis H2 is accepted. This study is consistent with the results of the studies conducted by Moilanen and Salminen (2006). Moilanen and Salminen (2006) indicated that a general code of ethics will influence the public servants integrity. The result also concurred with the result of Murphy et al (1992) study which showed that there is a positive relationship between codes of ethics and employee's integrity. Stephen (1997) also supported the finding whereby he opined that codes of ethics would influence police officers to act based on integrity and honor.

Overall, results of the study support the Theory of Planned Behavior (TPB) and Organizational Citizenship Behavior (OCB) as job satisfaction and codes of ethics can be the indicators to assess the integrity among police officers.

7. Conclusion

Issues regarding integrity level among police officers continue to receive considerable attention from the public, enforcement agencies and also regulators. Integrity is a serious matter that relates with personal behavior and it should not be taken lightly. Integrity level not only has a deep impact on the reputation of the enforcement agencies but also causes a great impact on the public confidence as a whole. This study aims to provide evidence on the factors that influence the integrity among police officers. This study finds that job satisfaction and code of ethics have significant influence towards the integrity level of police officers where the findings provide support to the argument that job satisfaction and code of ethics influence the integrity of police officers and reinforce previous studies on integrity.

It is recommended that in order to maximize the integrity level among police officers, implementing an effective salary scheme could encourage police officers to have integrity in their daily duties. The right tone too should be set through constant communication within departments and should become a culture, which reflect all levels of the departments on their principles on integrity and ethics. In addition, to boost integrity among police officers, top management, staff, public as well as regulators have to instill and practice the spirit of cooperation.

Effective crime policing entails a collaborative working relationship between enforcement agencies and the communities they have sworn to serve and protect. A culture of integrity among police officers is needed to build respect, trust and mutual respect. Law enforcement agencies operating within their legal authority, in accordance with accepted police practices, and underlined by a code of ethics consistent with community expectations, means police integrity.

The results of this study should serve as a warning sign to enforcement agencies generally that they have to make extra efforts from time to time to increase their integrity level. Secondly, these findings may motivate future research to develop effective plans on improving the integrity level, not only among police officers but also in other enforcement bodies such as Customs, and the Road Transport Departments. Finally, future research should also consider the extent to which job satisfaction and codes of ethics could influence the integrity among police officers to see whether there is value creation that affect their integrity level.

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